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22 APR 1976

MEMORANDUM FOR : Executive Secretary, Suggestions Awards Committee

SUBJECT : Employee Suggestion No. 76-295

1. East Asia Division has reviewed Employee Suggestion No. 76-295 which proposes that employee views concerning morale and major problems be solicited by questionnaire on a periodic basis to assist the DDO in evaluating the performance of an installation or component. This suggestion was discussed at the 22 March 1976 meeting of the Division's Personnel Management Committee and written comments were also submitted by Branch and Staff chiefs.

2. While recognizing the importance of employee viewpoints and the need to identify common problems in order to find workable solutions, the consensus of those who reviewed the suggestion is that it is not directly applicable to the process of measuring the operational performance of a given installation or component (field station or Headquarters unit), which is the principal thrust of the DDO evaluation process. Within the context of the MBO system this is more effectively carried out through scrutiny of measurable operational progress in attaining periodically adjusted, specific accomplishment goals derived from more generalized operational objectives spread across several activity sectors.

3. Although employee morale and attitudes may affect an installation's performance, it must be noted that these frequently fluctuate with transient situations and are not reliable indicators of net operational performance. It is not unusual, for example, for a field station to maintain operational progress and a high level of productivity despite low employee morale. Individual employees often rationalize unhappiness or discontent in terms of poor management when in actuality the root cause may be unrelated to their job situations.

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4. Although not applicable to measuring installation performance, it was agreed that an attitudinal survey carried out by questionnaire has merit and could be pertinent to overall DDO personnel problems, particularly those affecting employee morale. Such a questionnaire would complement the survey of DDO careerists at Headquarters carried out with the assistance of the Career Management Group by the Office of Medical Services, Psychological Services Staff, and published in November 1975.



Theodore G. Shackley
Chief, East Asia Division

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SUGGESTION EVALUATION REPORT

TO: Executive Secretary
Suggestion Awards Committee

SUGGESTION NO.

76-295

SUSPENSE DATE

INSTRUCTIONS: Please complete this form in detail to guide the Suggestion Awards Committee in making a final determination of the merits of this suggestion. Retain third copy.

1. ACTION RECOMMENDED ☐ ADOPT ☐ DECLINE ☐ OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper.)

1. The responses received to Suggestion 76-295 within the Operations Directorate vary greatly, but on balance senior officials recognize the validity of an Attitude Survey, if used within components, to help managers of those components to better understand how their policies are perceived by their employees. Most managers object to its being used for external evaluation as they feel it is not directly applicable to the process of measuring the operational performance of a given installation, which is the principal thrust of the DDO evaluation process. (One Division Chief did comment that he would like such a management tool.)

2. It appears that DDO officials would agree that a carefully thought-out Attitudinal Survey could be pertinent to overall DDO personnel problems, particularly those affecting employee morale.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

8 June 1976

FORM 244b USE PREVIOUS EDITIONS



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<div style="display: flex; justify-content: space-between;"> UNCLASSIFIED ONLY </div> <div style="display: flex; justify-content: space-between;"> Approved For Release 2006/12/27 : CIA-RDP82-00357R000900120003-0 ROUTING AND RECORD SHEET 000900120003-0 </div>				
SUBJECT: (Optional)				
Employee Suggestion 76-295				
FROM:		EXTENSION:		NO.
3C43 Hqs				
		DATE		
		20 February 1976		
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS
		RECEIVED	FORWARDED	
1. C/LA 3D3107 Hqs				<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> For comment and return please. 1 to 5: As a division chief, I would find it very useful to know what the employees in a field station think about the quality and quantity of the work being done by that station; and where the work is poor or not in sufficient quantity, why is this so. I would like to see this suggestion adopted provided the questionnaire could be kept short and succinct. At least, the questionnaires would alert us to problem stations although we know that now but many times we do not know the reasons why. </div>
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5. <div style="border: 1px solid black; display: inline-block; width: 100px; height: 15px;"></div> 3C43 Hqs				
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